PROCESS MANAGEMENT

SECTION 6.0

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6.1a(1) Fort Detrick continues to seek higher performance levels by improving processes through the PLAN, DO, CHECK, ACT cycle paying special attention to how the processes are designed and managed. All of our organizations share the following attributes in their efforts to overcome differences in culture or in products/services involved:

Similar basic approaches to process improvement	Focus on cross-functional teamwork as a key enabler
Reliance on technology as a key process improvement tool	Ability to manage change effectively

The standard set of 95 base support services provided by USAG fall into 7 Major Service Areas:

Personnel and Community	Information Technology	Operations
Logistics	Engineering	Resource Management
	Command and Staff	

FIGURE 6.1.1
USAG Processes

	Process		Service Members					Workforce			Tenants		
	Value Creation Process	Support Process	Retired	Family Member	National Guard	Reserve	Active Duty	Retired	Contract	Civilian	Other	DoD	Army
1. PERSONNEL AND COMMUNITY													
Civilian Personnel Management		X	X	X				X		X			X
Military Personnel Support		X	X	X	X	X	X						X
Morale, Welfare and Recreation	X		X	X	X	X	X	X	X	X	X	X	X
Education	X		X	X	X	X	X	X	X	X	X	X	X
2. INFORMATION TECHNOLOGY													
Communications	X										X	X	X
Visual Information		X											X
Administrative Services	X										X	X	X
Information Technology Management Services		X											X
3. OPERATIONS													
Installation Intelligence and Security		X											X
Force Protection		X											X
4. LOGISTICS													
Supply Operations		X											X
Supply Management		X											X
Materiel Maintenance	X										X		
Transportation Services	X										X	X	X
Food Services		X											X
Laundry/Dry Cleaning	X										X	X	X
5. ENGINEERING													
Facilities Maintenance Management	X										X	X	X

Housing Management	X	X	X	X	X	X	X		X	X		X	X
Real Property Management	X										X		X
Other Engineering Services	X										X	X	X
Environmental Services	X										X		X
Emergency Service		X											X
6. RESOURCE MANAGEMENT													
Financial Management		X											X
Management Analysis		X											X
7. COMMAND AND STAFF													
Provost Marshal	X										X	X	X
Staff Judge Advocate	X		X	X	X	X	X	X			X	X	X
Chaplain	X	X	X	X	X	X	X	X	X	X			X
Public Affairs		X											X
Inspector General	X		X	X	X	X	X						X
Installation Management		X											X
Safety and Occupational Health		X	X	X	X	X	X	X	X	X	X	X	X

As a previous Army Communities of Excellence (ACOE) installation, Fort Detrick took advantage of its successes in process improvements and continues to develop a comprehensive and achievable plan which quickly and efficiently responds to ever-changing mission requirements as well as addressing general needs of the military and the surrounding community. The USAG Commander deals with the dynamics of a changing Army. He establishes managerial strategies founded on the TAQ concept that complement the Installation Management Action Plan (IMAP) and also accepts nothing less than quality. These strategies address:

- Who should be involved in the Installation planning and goal setting process?
- What basis should be used to make planning decisions?
- How can these decisions be enforced?
- How should funds be allocated for facilities and services within the community?
- What will be the reaction to these decisions, and how can they best be communicated to internal and external audiences?

Our basic methodology to improve or bring new services on line is accomplished through collecting data from various formal and informal sources (such as customer meetings, activity based costing, annual customer agreements, performance metrics, customer satisfaction indicators, and target problem areas). Our managers rapidly and efficiently introduce new process designs or redesign processes to correct performance. Should corrective action go beyond the process owner's control, the requirement is referred to the Corporate Board, the primary link or chartering body in our quality management chain. From there, either a PAT or Task Force is assigned to study and improve process design. Team composition varies by requirement, but has, as a minimum, process subject matter experts and customer representation. As described in Section 6.3, key suppliers, partners and other stakeholders are brought in as required.

FIGURE 6.1.2 Process Iteration and Improvement Procedure

Step # 1	Identify the customer and their requirements:
	• Identify customer needs
	• Customer satisfaction measurement
Step # 2	If there is currently a similar process, map and measure the existing process. If not, develop a map of the proposed process
	• Process mapping (flowchart) – as is or proposed
	• Performance measurement (cycle time, etc.)
	• Activity-Based Costing (ABC) analysis
	• Cross-functional work assessment/analysis

Step # 3	Benchmark with similar organizations for innovative alternatives
Step # 4	Reengineer/Simplify the process
	• Process redesign (new/improved map)
	• Information technology review/applications
Step # 5	Pilot/test/evaluate the process (monitor performance/customer satisfaction)
Step # 6	Roll out the new process
	• Train employees
	• Implement full scale
	• Monitor performance results
Step # 7	Process evaluation and organizational learning

6.1a(2) Our process design starts with determining what the customer needs and expects. Our organizations identify changing customer needs through feedback such as surveys and complaint resolution. Customers are included in process improvement teams or "at the table" when redesigning processes and products. Our directors and managers meet regularly and often with their customers to discuss their needs. While much of the dialog rightfully centers on existing program execution, there are substantial discussions and exchanges about future customer needs.

The application of economic analysis in all core functions (fiscal, personnel, services, logistics, information, and engineering) provides a structure for managers to make sound economic decisions. The goal is to maximize the benefits for a given cost to achieve a performance objective at a minimum cost.

6.1a(3) Fort Detrick, as a MEDCOM installation, receives requirements and missions from DOD, DA, as well as 4 Cabinet-level agencies that support medical research and other missions. Additionally, tenant units and activities receive direction from their respective higher headquarters and must be supported in their efforts to achieve goals. The above missions and supporting systems form 45 service/delivery processes that are modified and redesigned on a constant basis to support changing DA and tenant requirements. The major delivery processes are summarized in Figure 6.1.1. Of these 45 service/delivery processes, 16 are value creation processes, in 5 of the 7 major service areas.

We incorporate advances in technology to support customer service processes. This includes more powerful computer operating systems, multi-featured telephone systems, faster LANs, multiple computer connectivity options, Intranets and additional automation elements. Through web-based technology, our employees and CSRs can read/respond to email messages from any customer, from any Internet browser, anywhere in the world. Employees can retrieve voicemail messages from any telephone, on or off the Installation. Customers can access our automated work order system to review status of service/work orders and billing information from their personal computers.

The management of data provided a unique challenge in the timely delivery of information to maintenance personnel while on the job site. Through process redesign, we are prototyping wireless notebook computers and scanning wands. Equipment specifications and technical information stored locally are now available to our mechanics in the field. We have already bar coded numerous equipment items, and plan to bar code supplies, service orders, badges and time cards. Mechanics can scan the length of time it takes to perform jobs and accomplish these and related tasks in “real time” as they proceed from one job to the next.

As a direct result of reimbursable customer feedback, we automated the process for estimating utility consumption and calculating costs. The information is available to customers on our LAN.

6.1a(4) Each of the services being evaluated in ISR 2004 has one or more performance measures. Each performance measure uses one or more data elements, related in some way, to generate the performance measure value. For example, a service may have a performance measure of the percentage of persons trained to do “X.” That performance measure uses two data elements to calculate the performance measure value:

$$\frac{\text{Total number of persons trained}}{\text{Number of persons that should be trained}}$$

The ratio between the two data elements is the performance measure value. For the 2004 ISR Services data collection, there were over 300 Performance Measure Data Elements that must be collected.

Figure 6.1.3 Key Performance Indicator

1. PERSONNEL AND COMMUNITY
Average total time to process recruit/fill actions
Installation DCS Mission Box Score
Off-Duty Post-Secondary/Vocational-Technical Program Participation Rate
2. INFORMATION TECHNOLOGY
Information Transfer (Infrastructure) Capability
3. OPERATIONS
Percentage of assigned Installation personnel receiving annual security training
4. LOGISTICS
Percent of valid issue/turn-in coordinated appointments supported on date requested when established standards for support are followed
Percent of completed work orders from tactical/deployable organizations completed within customer-designated time frames
5. ENGINEERING
Percentage of Maintenance and Repair total demand (Work Requests) completed annually
Utilization rate for government family quarters
Percentage of scheduled maintenance, per the Annual Work Plan executed.
Percentage of contracted scheduled work accomplished in accordance with Installation custodial plan.
Is the Integrated Natural Resource Management Plan complete, current, approved and implemented?
Percentage score on conversion table from F&ES ORI checklist.
6. RESOURCE MANAGEMENT
Overall Mission Satisfaction Performance Rating of the Program Budget Office by the budget officer or rating officer
7. COMMAND AND STAFF
Average response time (in minutes) to incidents
Percentage of effectiveness in realizing the Installation's command messages and positions in targeted media
Percentage of pre-complaints that completed traditional counseling within 30 days
Score on Command Emphasis on the Army's Installation Safety Program in directing an effective accident prevention program

Our goal is to allow process owners and employees involved with day-to-day operations the flexibility to determine how best to maintain optimum process performance and meet key performance requirements. A good illustration of this occurred when our Family Advocacy Program (FAP) manager was not satisfied with local requirements on reducing family and child abuse even though the office performance was within DA Standards. After studying daily delivery of services, she determined that the assignment of internal stretch goals was needed. These changes provided a more accurate picture of the number of client requests, response to initial concerns (within a set number of hours) and tracking the number of repeat FAP incidents.

The design of any new process or service rests on the fundamental question: does the final output meet the requirements of the users? Our customers are involved in process improvement to help ensure that newly designed processes meet expectations. We employ PI2P for designing new or re-engineering existing processes (see Figure 6.1.2) and have instituted more formal stakeholder meetings with large customer groups to continually assess requirements for process reviews.

6.1a(5) The inspections and audits of our supplier and partner processes are established by federal or military regulations, especially in the areas of safety, environment and procurement. We directly influence these review processes for our local service providers and vendors. Performance work statements convey expected levels of performance to suppliers and the inspection/testing or audit procedures used by Fort Detrick ensure that goods and services meet the outlined requirements. Costs are minimized by developing efficient quality assurance plans, not over-specifying review cycles and employing time-saving mechanisms such as random sampling of supplier's products or services. To avoid time-consuming memoranda and secondary meetings, some of our suppliers (Figure 3.3) regularly attend USAG staff and SP meetings for timely 2-way exchanges on process and performance issues.

On major contracts, requirements are specified in a performance section and a quality assurance plan is written as part of the solicitation. Before major contractors are selected, Source Selection Evaluation Boards (SSEB) are established to select the most advantageous vendor in terms of technical and quality capabilities as well as cost.

6.1a(6) Day-to-day process improvements by employees and managers are enhanced by incorporating stretch goals for critical metrics. Targets are based on prior year performance or benchmarks, whichever is more difficult to exceed. At PMR meetings, we use ACSIM's ISR data base to analyze and benchmark quality ratings and determine quality ranges for each of the 16 value creation service/delivery processes referenced under Figure 6.1.1. We evaluate our scores against each range. Process owners analyze and report on variances outside of the Army mean (unfavorable). Results of our efforts with process improvements are listed in Sections 7.2 and 7.5.

We take advantage of every opportunity to assist and educate suppliers and partners on our requirements. Communication with our suppliers builds trust and provides us with a platform from which to evaluate the quality of their services and products. We partnered with Frederick Cancer Research and Development Center (FCRDC) and Allegheny Power Systems to investigate possible energy savings on the Installation. Allegheny investigates energy saving initiatives and associated work designs, constructs facilities or installs equipment, and provides all financing. The energy supplier recovers its investment through subsequent energy savings. A portion of the savings is passed on to FCRDC and the Army, making the undertaking a "winner" for all involved.

6.2a(1) USAG has 20 support processes. Figure 6.1.1 summarizes the major support processes; their associated performance requirements and measurements are at 6.1.3.

6.2a(2) Fort Detrick determines requirements and designs support processes and related products and services using the same methods described for our service/delivery processes. Major sub-process operational requirements are listed in Figure 6.1.3. Customer needs, mission requirements and regulatory guides are evaluated when designing or modifying support processes. Work centers and teams solicit and extensively document input, actively engaging customers in the design, test and implementation phases.

6.2a(3) Every process is designed/redesigned and implemented with the customer in mind. Work teams manage these processes and are accountable for the quality and performance of the products and services.

As an example, the Installation Prevention Team (IPT) process establishes protocols and procedures for any domestic/workplace threat where a coordinated response may be needed. The team includes members from the Provost Marshal, Fire and Emergency Services, Inspector General, Alcohol and Drug Counseling, Family Advocacy, Chaplain, Management/Employee Relations, Staff Judge Advocate, Health Services and Safety Office. Results of IPT efforts are listed in Section 7.4.2 and 7.4.3.

6.2a(4) Driven by the synergy between key and support processes, USAG directs attention to optimum performance of support services. Because we recognize that the failure of a key support area could have a negative impact upon the successful performance of a major service/delivery process, we incorporate these processes into our daily quality management. The BOD regularly reviews requirements and measures of these processes through such vehicles as the R&A, PMR and SP meetings as well as the PBAC, ABC data and PAT findings.

6.2a(5) Our support processes are continually monitored and evaluated through the PI2P (Figure 6.1.2), to ensure they meet performance standards and customer requirements. Support process owners/managers have full autonomy to evaluate and solve day-to-day problems and effect process improvements, using data from various sources (customer meetings, activity based costing, annual customer agreements, cycle times, and customer satisfaction indicators, etc.). Should corrective action go beyond the process owner's control, the requirement is referred to a PAT or Task Force to further study and improve process design and execution. Under our Safety

Office's job hazard analysis process, solutions are evaluated, worked out and tested on paper prior to corrective application on site.

6.2a(6) We continually evaluate and improve our supplier and partner relationships by working, toward mutually established goals and openly communicating concerns as they arise. Either party can propose modifications that occur with regularity as we fine tune our relationships. For instance, Fort Detrick joined a partnership this year with Madigan, Walter Reed and Brooke Army Medical Centers to enhance existing and implement new RCM programs. Through use of power monitoring, vibration/engine oil analysis and other initiatives, RCM will reduce equipment downtime and increase cost avoidance and ability to predict required maintenance. For the past 10 years, our FAP has partnered with Heartly House, a local domestic violence shelter. FAP provided a facility on Post in which the "Men's Batterer's Groups" are held. In turn, any military or family member who needs to attend this group can do so free of charge. We have partnered with the surrounding county's Traffic Task Force to improve child safety and the Post's entrance gates to improve traffic flow for the Installation and the nearby community.